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ABSTRACT

This book presents a comprehensive analysis of four distinct cultures in higher education (collegial, managerial, developmental, and negotiating) to show how the image, traditions, and character of institutions are shaped by the four cultures interacting within them. Chapter One presents an overview of the concept of organizational culture and provides a summary description of each of the four cultures of the academy. Chapter Two examines the institutional aspects of the collegial culture. In chapter three, an assessment is made of the impact of the collegial culture on individual faculty members by looking at their role, their responsibilities, and the realties of academic life. Chapters Four and Five contain a similar examination of the managerial culture, and chapters six and seven concern the developmental culture. Chapters Eight and Nine concentrate on the negotiating culture, and each of these chapters concludes with a case study of a specific collegiate institution or faculty member and relate the case study to the preceding cultural analyses. The final three chapters consider the four academic cultures in relation to several other models of organizational life and change. Contains 132 references and an index. (GLR)

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